

## Functions of Organizing Cooperative Management

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**Abstract:** At the turn of the XX-XXI centuries the main problems of management were the assessment and accounting of the value of human assets of the organization; management of multinational teams; identification of human resource technologies that contribute to increasing the efficiency of the enterprise. Significant changes are taking place in the methods of work of personnel management services.

**Keywords:** Cooperation, enterprise, management services, methods, organizations.

Domestic and foreign management experience shows that the greatest success is achieved by those organizations that pay primary attention to the problem of personnel. All work on solving the personnel problems of an organization is reflected in the human resource management system. Exactly development of thought-out system of personnel management is today the most important reserve of increase of efficiency and productivity of production.

Relevance of the article is determined by the fact that management activity in modern conditions is one of the most important factors of functioning and development of Uzbekistan enterprises. Ongoing economic reforms in our country have significantly changed the status of the enterprise as the main part of the national economy. Along with enterprises based on state ownership, there have appeared private, mixed organizations with collective ownership. The market puts the organization in a fundamentally new relationship with state organizations, with production and other partners, employees. New economic and legal regulators are established. In this connection the relations between heads of organizations, between heads and subordinates, between all employees inside the organization are changing, the attitude to the personnel of organizations is also changing, because the social orientation of economic reforms turns them to the person, to the personnel of organizations.[1]

Recently more and more managers realize the important role of personnel in business entities and come to the conclusion that only purposeful and constant work with personnel can bring success. The main task of management is to find such principles and mechanisms that will allow creating an effective system of personnel management, focused on mutually beneficial strategic cooperation between the organization and its employees.

To build an effective personnel management system, it is necessary to take into account a large amount of information about the object of management itself - the personnel. A special tool for obtaining this kind of information is the assessment of personnel, which allows determining the individual characteristics of workers, their strengths and weaknesses, motivational needs and potential capabilities. In turn, the resulting information allows you to provide an individual, more effective approach to management decisions relating to employees. Thus, the main attention in the modern management of an organization of any branch orientation in Uzbekistan should be paid to the management of its people.[2]

One of the most important functions of the personnel management system of hotel is personnel training and development. The qualitative change of the role of man in modern production dictates the need for professional development of personnel as the most important strategic resource of the organization.

Personnel development is a complex of organizational and economic measures of the personnel management service:

- on training, retraining and advanced training of personnel;
- organization of the inventive and rationalization work;
- on professional adaptation;
- on assessment of candidates for a vacant position;
- on current periodic personnel evaluation;
- on business career planning;
- on work with the personnel reserve.

Development of people is a key element of managerial efficiency, which allows obtaining the following results:

- Increased employee interest and enthusiasm;
- Higher performance results;
- Higher nomination of candidates for promotion;
- Increased vitality and a favorable climate;
- Continuous improvement in standards.

Today's consumer cooperative worker must have strategic thinking, entrepreneurial spirit, broad erudition, high culture, and the ability to adapt to continuous changes in the external environment. There is a direct correlation between qualification of an employee and labor efficiency, i.e. an increase in qualification by one grade leads, according to domestic economists, to 0.034% of labor productivity growth. At the same time it is necessary to use personnel in accordance with their profession and qualification, manage career guidance and create a favorable social and psychological climate in the team, reflecting the nature and level of relations between the employees.[3]

A system of continuous staff development has been created in the hotel, i.e. conditions have been created for the full disclosure of personal potential of employees, their ability to make a tangible contribution to the organization.

First of all, it is about providing employees with equal opportunities to receive decent wages, to be promoted and to grow professionally. Possibilities of professional development are provided to everyone who wishes, as it promotes increase of efficiency in work, flexibility of management, improvement of moral climate.

Due to the large turnover of personnel, the management of hotel copo feels a constant need to ensure high productivity of workers. One way to achieve this goal is to recruit and select the most qualified and capable new workers. However, this is not enough. Management also conducts systematic education and training programs to help workers reach their full potential in the organization.

Training is the training of workers in skills that will increase their productivity. The ultimate goal of training is to ensure that your organization has enough people with the skills and abilities necessary to achieve the organization's goals.

Continuing education consists of deepening the professional knowledge, skills, and abilities acquired during the training. The professional development management system is based on the following principles: systematic, systematic and continuous expansion of knowledge; periodicity and obligation of training; differentiation of curricula and programs by the categories of employees; provision of the training process.

Vocational training has the following effects on the development of an employee

- competitiveness in the labor market is increased and additional opportunities for professional growth both within and outside their organization appear;
- general intellect and erudition are developed;
- more inner freedom of actions, decisions, deeds, more mobility and social security;
- professional activity, professional thinking, professional communication, and professional behavior are developed or reformed;
- new ways of solving professional problems and new methods of professional thinking are mastered;
- the authorship of one's future professional life, the preservation of one's own individuality while assimilating the experience of others strengthens.

In modern conditions, there are a number of reasons that cause the need for training, retraining of the personnel of the hotel. The main ones are:

- increasing cost of labor as a production resource;
- technical changes requiring the mastery of the latest knowledge;
- training of workers to occupy a higher position;
- development of the employees' potential;
- social responsibility of the enterprise for its workers;
- appearance of new production workers.

The employees themselves, improving their qualification, become more competitive in the labor market, get additional opportunities for growth both within the organization and outside of it.[4]

Professional training also contributes to the general intellectual development of a person, expands his/her erudition and social circle, and strengthens self-confidence. Therefore, the opportunity for professional training is highly valued by the employees and has a great influence on their decision to work in the district shop. As can be seen from Table 1, the increasing importance of vocational training, the expanding need for it has led to the district copo take care of the qualifications of its employees, and this has now become one of the main functions of human resource management.

To improve the skills of workers in Hotel are used the following forms of training: industrial-technical courses, courses targeted schools for the study of advanced techniques and methods of labor courses foremen.

The main form of professional development is industrial and technical courses. They are created in order to deepen and expand the knowledge, skills, and abilities of workers in their current

profession to a level that meets the requirements of production. As a rule, training groups are formed by workers of one or similar professions with similar qualification and approximately the same educational level and with at least one year of work experience in the profession.

The duration of the courses is up to 6 months on-the-job and 3 months on-the-job; 130 to 180 academic hours are allocated for theoretical study (including the basics of economics and production). Training plans and programs are developed and approved in the same order as in the training of new workers.[5]

On-the-job training for advanced training of workers is carried out in accordance with the procedure established for the training of new workers.

The training of workers on industrial-technical courses ends with the passage of qualification exams or credits. Their successful completion is, as a rule, a condition of awarding the workers a higher qualification category (class, category) and advancement in profession.

On-the-job training of workers is provided by instructors of on-the-job training and theoretical training teachers. Instructors of on-the-job training are recruited from among qualified workers with at least 3 years of work experience in the profession, high performance, and general secondary or secondary specialized education.

Teachers of theoretical training are allocated from among managers and specialists with higher or specialized secondary education and work experience in the profession of at least 3 years. Employees involved in the vocational training of workers in the workplace are approved annually by the district administration in consultation with the committee of the trade union. Skilled workers and specialists, involved in the industrial training of a group of workers, consisting of at least 12 people, the administration of the enterprise released from the main work while maintaining the average wage.

The basis of the concept of personnel management of the organization at the present time constitute the increasing role of the personality of the employee, the knowledge of his motivational settings, the ability to form and direct them in accordance with the tasks facing the organization.

The situation created in our country, the changes of economic and political systems simultaneously bring both great opportunities and serious threats to each person, the stability of its existence, bring a significant degree of uncertainty in the life of almost every person. Personnel management in modern socio-economic conditions acquires special importance: it allows you to generalize and implement a whole range of issues of adaptation of an individual to external conditions, taking into account the personal factor in the construction of the personnel management system of the organization.

Therefore, we need to develop fundamentally new approaches to the priority of values. The main thing inside the organization is the employees, and outside the organization the consumers of products. It is necessary to turn the consciousness of the worker to the consumer, not to the boss, to profit, not to waste, to the initiator, not to the mindless performer; to move to social norms based on sound economic sense, not forgetting about morality. Hierarchy would take second place to culture and the market.

In summary, there are three factors that affect people in an organization.

The first is the hierarchical structure of the organization, where the main means of influence is the relationship of power - subordination, pressure on the person from above, with the help of coercion, control over the distribution of material goods.

The second is culture, i.e. joint values, social norms, and attitudes of behavior developed by society, an organization, a group of people, which regulate individual actions and make an individual behave this way or that way without any visible coercion.

The third factor is the market, i.e. the network of equal relations based on the purchase and sale of products and services, property relations, the balance of interests of the seller and the buyer.

These factors of influence are quite complex concepts and in practice are rarely implemented separately. Which of them is given priority; such is the appearance of the economic situation in the organization.

For hotel consumer cooperative the main task is the improvement of the current system of personnel management. Further development of production is based on the development of personnel, which, first of all, is provided by the system of continuous education of employees and the system of labor stimulation.

To maximize the potential of employees of the organization, human resource management should become part of the organizational strategy of the Hotel, at the same time its main part. Personnel management system should ensure that the organization achieves the prospective goals of development and create a system of evaluation (indicators) of the degree of implementation of these goals.

Thus, the task of creating by designing such a management model, which would improve the efficiency of human resource management of the organization, is relevant.

Some part of the workers of Hotel has no fundamental motivation for effective activity; they do not understand the objective need to achieve the unity of personal interests and the interests of the enterprise, which explains a large turnover of staff.

Undoubtedly, through the interaction of people, immeasurably better results can be achieved. The effectiveness of cooperation is directly proportional to the level of its organization. And it directly depends on the degree of integrity of personnel management system.

The most important condition for effective functioning of any enterprise is the integrity of personnel management system. The enterprise can strengthen the integrity of personnel management system by improving the interaction of functional subsystems, as well as by shifting the emphasis in personnel management depending on the strategic objectives that the enterprise sets itself. This task can be achieved by designing the personnel management system (PMS).

Formation of personnel management system hotel should include the solution of two tasks:

1. The organizational design of the personnel management department;
2. Allocation of functions on personnel management and their transfer to the department of human resource management.

The following strategy for the formation of the personnel management is proposed: firstly to determine the main functions to be performed by the personnel management department, after that taking into account the identified functions to make the organizational formation of the personnel management department.

To determine the functions to be performed by the forming personnel management department, it is advisable to carry out organizational and functional diagnostics. This procedure consists in a full description of the functions performed with respect to personnel management, and the subsequent comparison of "what is" with "how it should be".

The following critical functions must be evaluated:

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- Determining the overall personnel management strategy;
- planning of the company's needs in personnel, taking into account the existing staff composition;
- attraction, selection and estimation of personnel;
- advanced training and re-training of personnel;
- promotion system (career management);
- personnel dismissal;
- construction and organization of work, including definition of jobs, functional and technological connections between them, the content and sequence of work and working conditions;
- implementation of social policy and social services;
- Management of personnel costs, etc.

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